

US EPA ARCHIVE DOCUMENT



National Recycling Coalition

A PROPOSAL TO COMBINE THE OPERATIONS OF THE NATIONAL RECYCLING COALITION, INC. WITH KEEP AMERICA BEAUTIFUL, INC.

I. Affiliation of State Recycling Organizations

Existing NRC programs and activities, and future activities relating to recycling, will be operated by KAB through a division or unit of KAB. Affiliated SROs will continue to be permitted to pursue independent programs, outreach and policy/advocacy efforts, but also have the opportunity to lead the vision and direction of NRC operations through committees and councils of KAB focused on such initiatives. Initial plans for such committees and councils include the following:

1. NRC Advisory Council

The SROs and current NRC councils will be asked to form a NRC Advisory Council, which will have a formal role in advising the KAB Board and KAB and NRC executives on issues relating to NRC operations. The NRC Advisory Council may present to the KAB Board on issues relating to NRC. The membership and governance of the NRC Advisory Council will be determined by the SROs, but should be as inclusive as possible. Consideration should be given to include representation from active NRC Councils, such as the College and University Recycling Council, as well as members in unaffiliated states.

The KAB management will participate in and provide logistical support for conferences and meetings of the NRC Advisory Council, as determined by the KAB Board.

2. Operating Committees

The combined organization will form affiliate committees to support recycling initiatives (for example, policy, training, programs and administration). These committees will serve the function formerly served by the NRC Board of Director Committees. Together with the NRC Advisory Council, these committees will have the following responsibilities:

- Identification of public policy issues for consideration and assistance and recommendations on formal policy positions taken by the combined organization. State affiliates will, however, retain their independence regarding policy positions.
- Recommendations on the development, coordination, and implementation of recycling programs that may be undertaken in any or all of the affiliated states i.e. ARD, partnership programs.
- In conjunction with KAB management, including executive staff for NRC operations, establishing changes to the affiliation agreement and membership rules.
- Advise KAB management and executive staff for NRC operations regarding administrative and other issues relating to NRC operations.

II. NRC Membership Councils

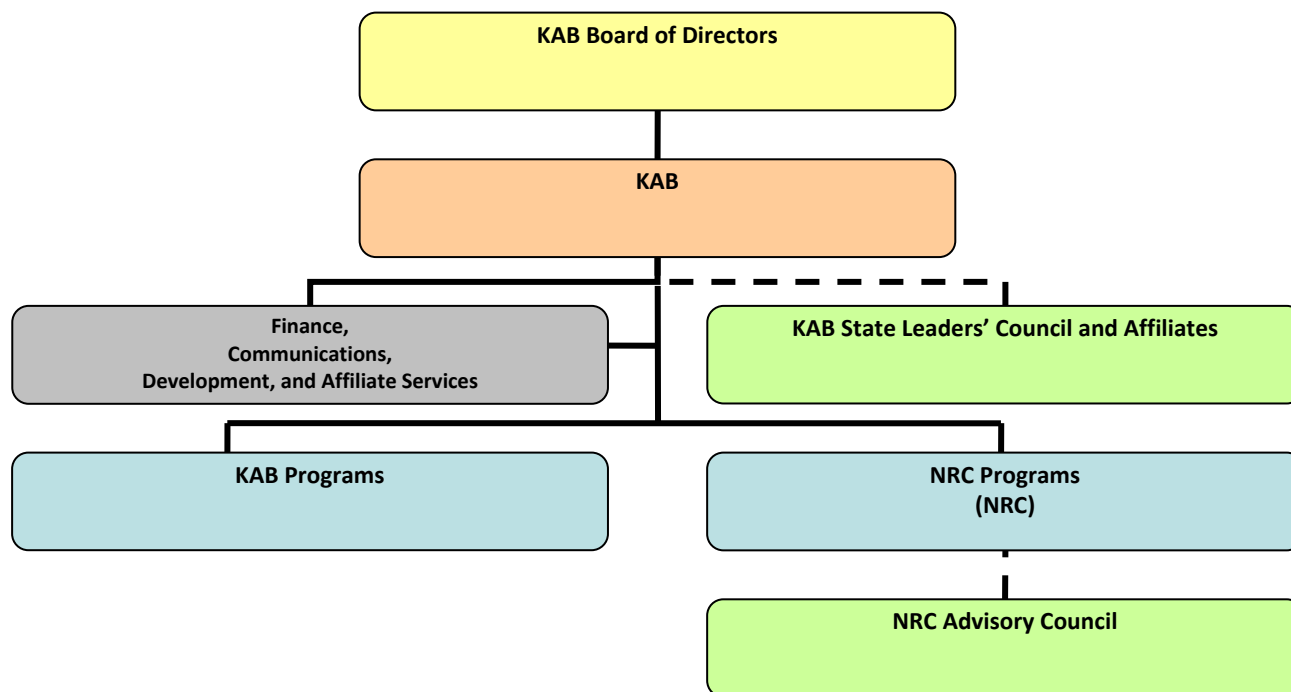
The combined organization intends to continue to provide administrative and programmatic support for existing NRC Membership Councils, such as the College and University Recycling Council, the Community Recycling Council, and the Rural Recycling Council.

III. Governance Role of the NRC Membership

The NRC membership will continue to have a role in NRC activities undertaken by KAB. Initially, the NRC Board will be permitted to nominate up to 3 individuals to serve on the KAB Board of Directors. Thereafter, the NRC Members, through the NRC Advisory Council, may recommend to KAB's nominating committee up to 3 individuals to serve on the KAB Board of Directors (or such greater number of individuals as would represent 10% of the KAB Board). All nominees shall be subject to approval by the KAB Board as set forth in the KAB Bylaws in a similar manner as representatives of KAB's affiliate network. If any such nominee is appointed to the KAB Board, at least one such nominee will be appointed to the Executive Committee by the KAB Board of Directors.

IV. Organization Chart

Organization:



Note: The Curbside Value Partnership will continue to be managed as a KAB Program consistent with existing arrangements between KAB and the Aluminum Can Council.

V. Administration of NRC

The combined organization intends to continue to maintain an office in or near Washington, DC for NRC operations. All funding for NRC operations and programs will be managed through the Executive Office of KAB with the assistance of and in consultation with NRC executive staff. The NRC operations will be led by a dedicated executive who will be appointed by and report to the President and CEO of KAB. Financial management, communications, human resources, affiliate services, and other administrative functions will be consolidated into KAB. Staff levels for NRC operations will be determined by the Work Plans.

VI. Transition Work Plan for Calendar Year 2009

Upon consummation of the transaction, KAB will use its reasonable best efforts to focus on management and continuity of the following activities. Material changes to this Work Plan will be made only after consultation with the NRC Advisory Council.

1. Integration. Administrative Integration of NRC activities and KAB.
2. America Recycles Day. ARD will be held on November 15, 2009. The ARD Planning and Advisory Committee will be retained for purposes of developing recommendations for support levels. KAB and its NRC operations will provide comprehensive support for ARD coordinators with and through the State affiliates, as appropriate.
3. RecycleMania. NRC will continue to provide stewardship of RecycleMania to include fund-raising, project management, administrative support, and key infrastructure to ensure adequate resources for the continued growth of the program.
4. Support for State Recycling Organization Conferences. NRC will assist the state affiliates, at their discretion, in promotion, fund-raising, program content, and attendance for the state conferences.
5. Recycling Symposium. NRC will hold a Recycling Symposium, coincident with the KAB Vision Award Event in Atlanta, GA on October 21, 2009. Both NRC and KAB are interested in fostering organizational understanding and cooperation among their affiliates. As the first major gathering for the combined organization, the Recycling Symposium is a timely opportunity to work toward these goals. In order to encourage the involvement of the NRC-based members in this event and as a sign of the combined organization's commitment and interest in the NRC-based members, the combined organization expects to sponsor the attendance of a number of NRC-based members and KAB affiliates at the Recycling Symposium.
6. Preparation for the 2010 NRC Congress and Exhibition. In consultation with affiliates, members and councils, NRC will work within KAB to plan for the annual Congress and Exhibition and Leadership Symposium in Fall 2010 in Washington, D.C. In addition to the traditional robust education and information program, the event will also provide opportunities for interaction of KAB and the NRC members with policy makers in the U.S. Congress and Executive Branch.

7. Preparation of the CY2010-2011 Strategic Plan. With the advice and review of the NRC Advisory Council and member councils and subject to the approval of the KAB Board, KAB will prepare a Comprehensive Strategic Plan, Work Plan, and associated budgets for NRC operations for CY 2010 and 2011.

VII. Strategic Plan for CY 2010 and 2011

The combined organization will be committed to advancing recycling at the state and local levels through the recycling organizations and affiliates, and at the national level as a Voice of Recycling. The combined organization will develop, in consultation with the NRC Advisory Council, annual strategic plans for NRC activities. KAB will use its reasonable best efforts to include the following components in the Strategic Plan for CY 2010 and 2011. Material changes to these Strategic Plans will be made only after consultation with the NRC Advisory Council.

1. Maintain and expand support for ARD, RecycleMania, and the annual Congress.
2. Develop new programs and promote the expansion of existing programs to increase their performance with and through the state affiliates.
3. Expand the communications capability of NRC and KAB as the national Voice of Recycling, to include enhancing educational and communications tools for affiliates and members.
4. Develop advocacy programs centering on the environmental economics, climate change, energy, and recovered materials management policy.
5. Develop programs to assist state affiliates and communities in best management practices for recycling programs.
6. Develop capabilities to keep affiliates current on recycled commodity markets, technology development, and other relevant recycling program trends.
7. Assist affiliates and communities in the expansion of locally relevant training programs for all aspects of recycling management.
8. Recruit new state affiliates and assist existing state affiliates in expanding membership and financial support.
9. Establish a process for consistent measurement of recycling performance as the basis for establishing national recycling goals.